New England Deaconess Hospital

pulse

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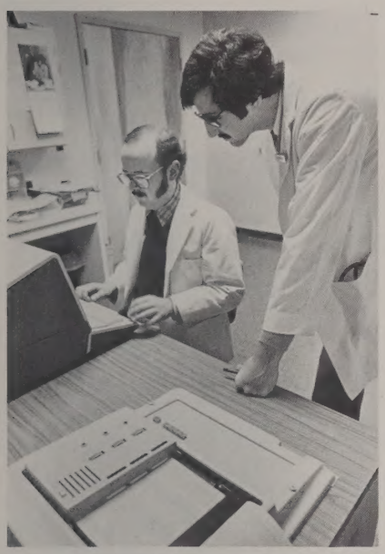

NEDH first hospital in state to install computerized electrocardiogram system

As national concern over the cost and quality of health care continues to increase, the Deaconess Hospital has taken another major step in providing the best possible patient care in a cost and clinically effective manner. With the recent installation of its new electrocardiogram computer analysis system (ECG/CAS), the first such installation in a Massachusetts hospital, the Deaconess has secured a faster, easier, more accurate and more cost efficient method for gathering and maintaining vital cardiac information on its patients.

After cardiology fellow Mark Blaker, M.D., reads over the "unconfirmed" ECG, evaluates it and adds his comments, the information is entered onto a computer storage disc by ECG Supervisor Stewart Faulkner.

Designed and built by the medical products division of Hewlett-Packard Corporation, the new computerized ECG system reflects the continuous strides being made in the application of current state-of-the-art technology to the conduct of patient care and clinical research.

The system uses three-channel, portable ECG carts to transmit ECG signals and other patient information from the hospital bedside to a central computer over regular telephone lines. The computer automatically prioritizes incoming calls, verifies the patient information and checks the quality of the telephone communication link. The ECG reading is interpreted and recorded by the computer, and is simultaneously printed out, within 60 seconds, at the patient's bedside or at the computer site.

The reading is considered "unconfirmed" until a cardiologist has read it, evaluated the report, added any comments and finally entered the information on a computer storage disc. The reports generated by the ECG/CAS program include detailed analysis of all the impulses received from the patient's heart and a diagnostic summary which indicates any abnormalities that might exist.

Since it responds instantaneously to the commands of the physicians and technicians operating it, the ECG/CAS saves unprecedented amounts of time in gathering and managing cardiac data on great numbers of patients. It enables the cardiologist to detect more quickly any significant factors or changes in a patient's cardiac condition, especially in emergency situations, and subsequently speeds up final diagnosis and needed treatment. For the patient, this can mean less anxiety in waiting for ECG results and faster initiation of the treatment needed for recovery of normal health. For the cardiologist, it can mean more time is available for actual, personal treatment of the patient. For electrocardiogram technicians and other members of the medical support team, it means many fewer steps in handling and recording ECG data on each patient and allows for much faster retrieval of that data when it is needed.

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New chairman, corporators elected at annual meeting

Marvin G. Schorr was appointed chairman of the NEDH Board of Trustees at the annual meeting of the corporation held on January 20 at the Harvard Club in Boston.

Mr. Schorr, who is chief executive officer and director of Technical Operatives, Inc., has served as vice chairman of the board since 1977. He replaces James F. Farr, senior partner in the law firm of Hausserman, Davison and Shattuck, who has been chairman for the past two years. Mr. Farr will continue to serve on standing trustee committees.

Other officers named at the meeting were: Charles L. Smith, Jr., vice chairman; Laurens MacLure, president; James F. Morgan, treasurer; Foster Aborn, assistant treasurer; and George M. Hughes, clerk. The following trustees were reappointed to the board: **Colby Hewitt,** president of Frank B. Hall and Company of Massachusetts, Inc.; **William B. Frothingham,** vice president of Meredith & Grew; **Eli Manchester, Jr.,** president of Boston Insulated Wire and Cable; and **Albert Pratt,** director and financial advisor of Paine Webber Jackson & Curtis.

Elected to corporation membership at the meeting were: **Frank H. Brenton,** president of Marshall's Inc.; **Cecile Gordon,** public relations manager of New England Telephone Company; **Robert P. Henderson,** president and chief executive officer of Itek Corporation; **Sandra O. Moose,** vice president of Boston Consulting Group; **Jonathan W. Osgood,** assistant vice president of Massachusetts Financial Services; and **Dr. James L. Tullis,** chairman of the department of medicine.

During the business session of the meeting, reports were made by: James F. Morgan, treasurer; Dr. Melvin E. Clouse, president of the medical staff;

(continued on page 4)

Friends continue long tradition of giving

For nearly 50 years, the Friends of the Deaconess have given generously of their time, energy and personal resources to support the hospital and the patients it serves. With the presentation of a $50,000 check at the hospital's annual meeting last month, the Friends organization continued its tradition of support and brought to over $1 million the total amount of its financial contributions throughout the years.

The latest Friends gift will help in the purchase of a new mammogram unit for the Deaconess department of diagnostic radiology.

In presenting the gift to NEDH Board of Trustees Chairman James F. Farr, Mrs. Lois Krall, president of the Friends, said: "The choice of 'hands' was a very symbolic and apt theme for the (Deaconess) 1980 annual report. Hands can be either reaching out to ask or to receive, or they may be extended in giving or helping." "The many hands of the Friends of the Deaconess reach out to be of service to patients, both directly and indirectly, throughout the hospital," Mrs. Krall continued.

In her annual meeting address, Mrs. Krall reviewed the success of the Friends organization's activities over the past year, which included an opening night benefit performance of Ice Chips '80 with the proceeds being used to transform the Baker building rooftop into an outdoor garden area for patients.

Combined receipts from annual events, such as the Christmas Bazaar and Night at Pops, along with Methodist Church Women's gifts, have netted a total of $9,000 for the School of Nursing Scholarship Fund. Over the past two years, Mrs. Krall noted, the Friends have given $100,000 toward the construction of a five-floor addition to the Cancer Research Institute.

The Friends of the Deaconess was organized in 1931 as a woman's committee to help raise funds for new hospital equipment and renovations, and to continue volunteer activities. The committee was formally incorporated as the Friends of the Deaconess in 1942. Throughout its first 50 years, the Friends organization has served the hospital, its patients and the general public in countless undertakings, from the preparation of surgical dressings and the management of the hospital's coffee shop, to the performance of vital emergency and public functions as Red Cross Gray Ladies during World War II. Today, the Friends operate the Deaconess Gift and Thrift Shops, with all proceeds going to the support of the hospital.

Mrs. Lois Krall, president of the Friends of the Deaconess, presents a $50,000 check to Board of Trustees Chairman James F. Farr.

Pulmonary unit named in honor of Dr. Badger

Medical colleagues, friends and family members of Dr. Theodore L. Badger, former pulmonary specialist at NEDH, will gather at 1:30 p.m. on Friday, March 20 to dedicate the Deaconess pulmonary function unit in honor of his "life and service" as a physician, teacher and humanitarian.

Memorial gifts from Dr. Badger's colleagues and friends will contribute to the purchase of pulmonary equipment to be used in the Theodore L. Badger Unit. For many years Dr. Badger taught clinical pulmonary medicine to medical students and residents who rotated through the unit.

Dr. Badger, who died last May at the age of 80, joined the Deaconess medical staff in 1931 following graduation from Yale University and Harvard Medical School (HMS). He worked for HMS in the Thorndike Laboratory in Boston City Hospital where he headed the pulmonary unit until 1968. He eventually achieved a full professorship in medicine at Harvard University. The Theodore L. Badger lectureship in pulmonary disease was established at HMS in 1972 by his friends, students and colleagues.

From 1936-55, Dr. Badger served as chief of staff at the Channing Home for Tuberculosis (located at the present site of the Meissner Building). A source of great personal and professional satisfaction to Dr. Badger was his association with the International Grenfell Mission in Labrador and Newfoundland. Between 1921-77, he spent many summer "vacations" doing tuberculosis studies and providing medical care for Grenfell Hospital patients. He served on the board of directors of the International Grenfell Association for many years.

At the Deaconess, Dr. Badger was assistant chairman of the medical staff from 1960-64 and chairman of the cardiopulmonary committee from 1967 until his retirement early in 1980. He also was physician advisor to the utilization review committee from 1977-80.

Those who wish to contribute to the memorial fund may send their gifts to the "Theodore Badger Fund/New England Deaconess Hospital," c/o the department of medicine, Lowry Medical Office Building.

Deaconess News in Brief

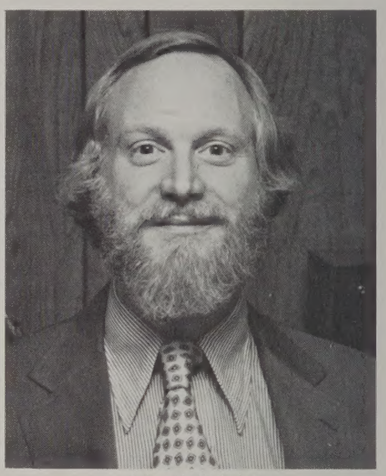
Jean Cady, Adeline Elmeus and **June Ann Richardson,** NEDH Central Sterile Service (CSS), have become the first certified CSS technicians to work in the department after completing a 26-week program accredited by the International Association of Hospital Central Service Management. The course is the only such program in New England to be approved by the association.

Drs. Kenneth R. Falchuk and **Charles Trey,** NEDH gastroenterologists, have been appointed to the Chapter Scientific Advisory Committee (CSAC) of the National Foundation for Ileitis and Colitis, Greater Boston Chapter. Dr. Falchuk will serve as a vice chairman of the committee. Drs. Falchuk and Trey, along with other CSAC members, will be responsible for supporting the work of the foundation by providing educational programs for lay people and medical professionals.

Joanne Wade, hyperalimentation dietitian specialist, directed a short, post graduate course on "Biochemical Evaluation and Clinical Interpretation of Nutritional Status" at the American Society for Parenteral and Enteral Nutrition (ASPEN), Fifth Clinical Congress held February 2 - 5 in New Orleans. At the conference, **Chris Murray,** assistant director of dietetics for education, moderated a session on nutritional management of critically ill infants.

Richard E. Griffin recently was promoted to the position of associate manager of pharmacy/I.V. therapy services. Previously, he was assistant manager.

Carol Garant, NEDH psychiatric liaison nurse, published an article entitled "Stalls in the Therapeutic Process" in the December issue of the American Journal of Nursing.



John H. Kohring

Three employees retire from NEDH

Lemuel Jones (l) receives a retirement gift presented by Lenny Cipullo, acting manager of building services.

Deaconess employees Maria Hanlon, Lemuel Jones and Anne Sidell observed their retirements from the hospital this month at parties attended by their co-workers, family members and friends (see photos, left).

A 1937 graduate of NEDH School of Nursing, **Maria Hanlon** worked at the Massachusetts Eye and Ear Infirmary and the Good Samaritan Hospital before joining the Deaconess nursing staff in 1950. She worked on Baker 3, Palmer 3 and the Observation Unit over the years, spending the past ten years as a staff nurse on Deaconess 4. Mrs. Hanlon plans to use her newly found free time enjoying her home on the South Shore overlooking Cape Cod Bay.

Lemuel Jones worked for 26 years in building services, primarily in the Farr building. Mr. Jones said he learned how important it is to take care of one's health for a lifetime after observing many of the hospital's chronic care patients. "It feels so strange not to be at the hospital. I miss everyone," said Mr. Jones. "I've been practicing my chord organ, reading and taking early morning walks or bicycle rides around Franklin Park."

Anne Sidell started at the Deaconess as a clerk handling outpatient billing in 1969. Four years ago, she became the receptionist at the Farr Lobby information desk, a position she describes as "like being in a goldfish bowl, but I enjoyed the confusion and turmoil. I had the opportunity to meet so many people, and got to know just about everyone in the hospital," said Mrs. Sidell. "I have no special plans now except to do everything I didn't have a chance to do before – whatever comes my way!"

During her retirement party, Maria Hanlon (l) is congratulated by her friends Mary Rabovich (center), a nurse on Baker 4, and Mariam LeFrancois, a unit clerk on Farr 3.

At her farewell party on January 16, Anne Sidell, former Farr Lobby receptionist, visits with Henry Knopp, supervisor of outpatient billing. Mr. Knopp hired Mrs. Sidell for her first job at the Deaconess 12 years ago.

In-house legal counsel appointed

John H. Kohring, a former project coordinator of the Office of State Health Planning for the Massachusetts Department of Public Health, has been named in-house legal counsel for the Deaconess.

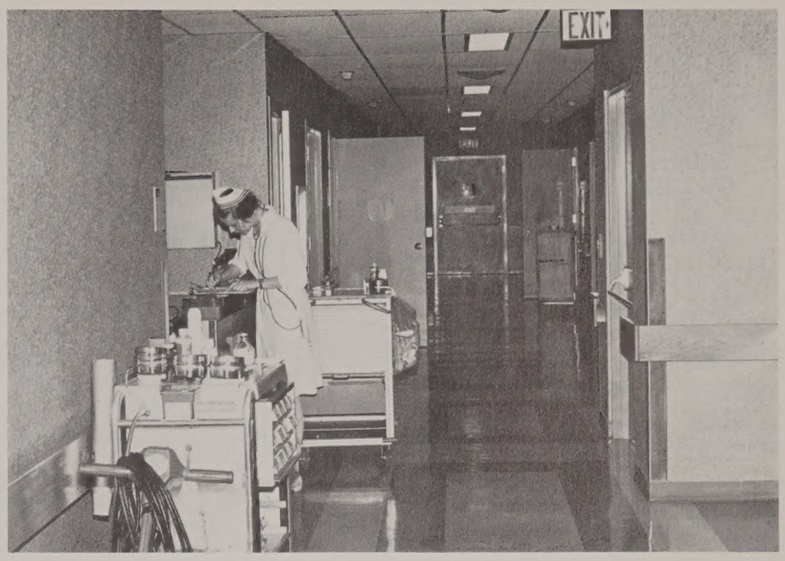
In this position, Mr. Kohring will oversee legal matters pertaining to the hospital, including those involving patients, employees, vendors and state and federal agencies, and will maintain primary liaison with the hospital's general counsel.

Mr. Kohring received his B.A. degree from Yale University and was awarded his J.D. degree by the Boston University School of Law in 1973. Following graduation from Boston University, Mr. Kohring served a year as legal planner for a Boston district court project.

From 1975-77, Mr. Kohring worked as an attorney for the Massachusetts Department of Education. He maintained a private law and consulting practice until 1979 when he became director of compliance for the Massachusetts Department of Public Health. As director, he coordinated regulatory procedures among hospital, clinic, laboratory and long-term care programs.

Mr. Kohring is the author of numerous articles exploring the legal aspects of various health care issues. He is a member of the Massachusetts and federal bars, and lives in Concord.

Workman adds insulation to an exterior wall of a patient room. This should drastically reduce energy consumption in the Palmer building.



Renovations have been completed on Palmer 5 and the unit reopened to patients on January 26.

Palmer Building receives a face-lift

During its 53 years of housing Deaconess patients, the Palmer building has experienced a constant demand for its 100 beds. No sooner would one patient be discharged, than the next would arrive to fill the bed. Repairs and redecorations, as such, were things the maintenance and engineering department somehow squeezed in around patients. Out of necessity, major renovation projects had to be deferred and, as a result, the Palmer building was beginning to show its age.

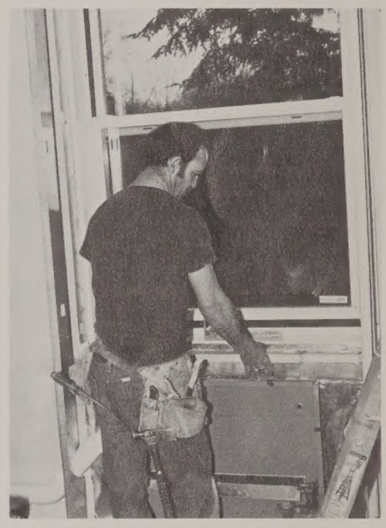
According to Assistant Director Hubert D. Sycamore, last December several factors presented a unique opportunity to accomplish much needed refurbishing and energy conservation measures. The combination of Lahey Clinic's phase-down of patients at the Deaconess, together with a normal reduction in bed demand around Christmas, permitted work to begin.

Careful coordination of patient admissions by the booking office allowed temporary closing of Palmer floors 2, 4 and 5 on December 7. With this, several crews of workmen labored round-the-clock to install a greatly enlarged patient transport elevator. Completion of the elevator and other renovations enabled Palmer 5 to reopen, as scheduled, on January 26. During this period, Palmer 3 remained open and received patients via the Baker building bridge. The peritoneal dialysis unit, normally located on Palmer 2, was moved to temporary quarters on Baker 3. Nursing staff on affected floors were absorbed into other units.

A substantial portion of the cost of energy conservation measures for the Palmer building will be covered by a $205,000 matching-funds grant from the U.S. Department of Energy. Included in this work will be: insulation of the roof with a foam material; installation of prime aluminum thermal windows; insulation of exterior walls in patient rooms; and replacement of old radiators with more efficient fin-type units. Current estimates show that, with present energy costs, these steps will achieve annual savings of $40,000 while improving patient comfort.

In addition to assisting with energy conservation measures, members of the hospital's maintenance and engineering department, headed by Cornelius Keating, are performing all of the refurbishments. When completed, each floor will be freshly painted and will have bright wall coverings with matching drapes and curtains. Oak guard rails in the corridors will provide greater patient safety.

If work continues on schedule, Palmer 4 will be completed by the end of February, and Palmer 2 will be finished by mid-March. Current expectations are that renovations will begin shortly on Palmer 3, thus completing all of the Palmer patient floors.



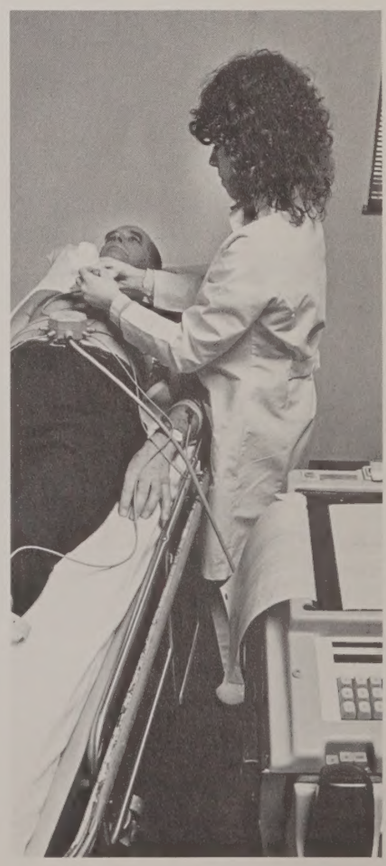
Roland Gosslin, maintenance and engineering, puts in new thermal windows.

ECG *(continued from page 1)*

"The ECG/CAS is neither designed nor used to replace cardiologists," said Dr. O. Stevens Leland, cardiology section chief, Deaconess department of medicine, in commenting on the new system's installation at the hospital. "The goal is not to remove the human element from one of the hospital's important patient services," he continued "but to achieve better overall patient care through the use of a significant technical advancement available in medicine." Dr Leland noted that "the system provides a fast and accurate diagnostic tool for physicians, and, since the computer is capable of storing and processing ECG information on thousands of patients at one time, we have the capability to share the new system with other institutions and cardiologists in this region."

"Offering other institutions the opportunity to tap into our new ECG system enables the Deaconess to share a service other hospitals might not be able to afford," said Dorothy Ross, NEDH clinical marketing representative. "This would be consistent with the goals of state health planning agencies which encourage multi-institutional relationships as a means of controlling costs while delivering high quality patient care," she said. "Besides participating on a technical level," Ross noted, "our Deaconess cardiology staff could supply tertiary backup, if need be, to patients in community hospitals which may be using our systems."

A sharing institution can participate in the ECG/CAS on a variety of levels. At the least involved level, an institution could transmit a cardiogram to the Deaconess computer via telephone lines and, within seconds, receive a reading which would then be evaluated and confirmed by one of it own staff cardiologists. In a more complex arrangement, a sharing institution could purchase a terminal that would allow it direct access to the NEDH system. This would provide the sharing institution with the ability to enter its staff cardiologist's corrections into the computer and result in disc storage of an edited and confirmed cardiogram. With the availability of such editing and storage functions, cardiologists can access the computer directly for comparisons and other, more sophisticated reports on the cardiac status of their patients.



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NANCY SEIDEMAN
Editor

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Annual meeting *(continued from page 1)*

Trustees Robert J. Spiller and F. Thayer Sanderson; and Mrs. Lois Krall, president of the Friends of the Deaconess. Mrs. Krall presented the hospital with a $50,000 check, on behalf of the Friends, to be used toward the purchase of a new mammogram unit for the diagnostic radiology department (see story on page 1).

In his remarks at the business meeting, President Laurens MacLure described the new conservative political and economic environment in Washington, and identified the challenges with which the Deaconess will be faced in the next decade. "We will find we have fewer reimbursement dollars available from government programs such as medicare, medicaid and welfare, as well as reduced government support for our educational and research activities," said Mr. MacLure.

"It appears that many health planners and politicians have given up on regulation as the answer to cost containment and are now ready to try competition between hospitals and other types of providers . . . hospitals may simultaneously lose the protective benefits of regulation while, at the same time, they gain a certain amount of freedom in the forms of competition and risk."

In order to meet increasing competition on the basis of price, Mr. MacLure said the Deaconess will continue to build on its present referral base and existing institutional strengths as a tertiary hospital which specializes in the care of diabetic, cardiology and oncology patients.

"To compete on price, we will need to take into account several other factors, the most important of which include: the quality of our medical staff, and of our services; the facilities and equipment we have available; the breadth of our programs; the strength of our management and the commitment of our trustees and corporation members," Mr. MacLure continued. "This sounds like a very tall order and it is; however, we are fortunate to be building on a very strong foundation . . . I believe we can achieve these goals without losing that special ingredient which we all know as the hallmark of the Deaconess Hospital, compassionate patient care."

At a dinner following the meeting, awards were presented to three trustees in recognition of their contributions to the Deaconess. The trustees were: Bishop Edward G. Carroll, who was named honorary trustee following his seven years of service as trustee and corporator; C. Vincent Vappi, a corporator and trustee for 15 years; and James F. Farr, who has served as a corporator since 1951 and as a trustee since 1954.

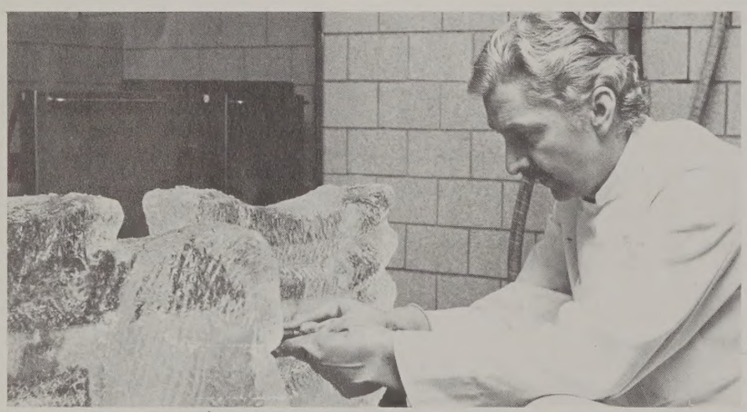
Treasurer James F. Morgan (seated, left) and Board of Trustees Chairman James F. Farr listen to comments made by President Laurens MacLure at the annual meeting.

Dinner speaker C. Burns Roehrig, M.D., internist on the NEDH active medical staff, also noted the current political and economic mood in Washington, which, he thinks, will lead to a competitive health care system reliant upon market forces to hold down costs. Rather than having the government finance health care through a national health insurance program, Dr. Roehrig favors a "pro-competition approach."

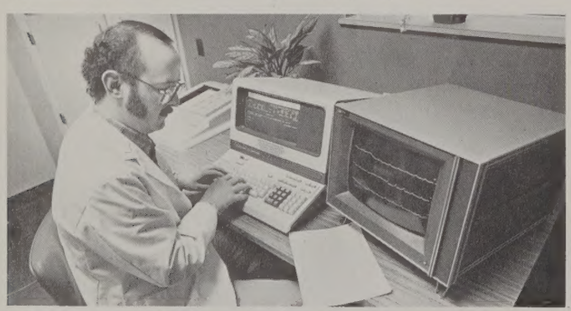
"Proponents of this model argue that the best way to promote lower health care costs is to offer economic incentives that reward cost effectiveness rather than try to force cost effectiveness through increased regulation," said Dr. Roehrig. "They assert that the current system of health insurance insulates patients and their physicians from the true cost of medical treatment. As long as insurance pays for any treatment that a physician believes might benefit the patient, then neither the patient nor the physician has a genuine economic incentive to question whether the potential benefits of each test, procedure, or day of hospitalization really outweighs the costs," he continued.

"It will take more than simple agreement on the benefits of competition in order to make it a reality," said Dr. Roehrig. "It will take commitment on the part of physicians, hospitals and insurers to marshal our collective resources toward the goal of shaping a pluralistic system that provides high quality care in a cost effective manner. We must remain a step ahead of the planners and the policy makers. We must prove by our actions that the private sector can do a better job of holding down costs than the government can."

Dr. C. Burns Roehrig



Deaconess employees joined millions of other Americans in welcoming the former hostages home from Iran by means of a party conducted on January 21 with the help of the dietetics department. "Everyone was excited and wanted to do something, so we decided the cafeteria would be a good central location for all employees to join in," said Steven Maden who, along with Rick Cove, both of food service, were the principal organizers of the party. Executive Chef Malcolm MacDonald (see photo) contributed an ice sculpture of an American eagle to the party, which featured an "American flag" cake, free apple cobbler and plenty of yellow ribbons and balloons. The Deaconess festivities were acknowledged on WBZ-TV's evening news program.



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